

## HEARING EXHIBIT NO. 13

(Merits Hearing of 4/3-4/2018)

In the matter of Docket No. 2017-292-WS:  
Application of Carolina Water Service, Incorporated,  
for Approval of an Increase in Its Rates  
for Water and Sewer Services

I hereby certify this document to be a  
true copy of the original.

*Jacelyn Boyd*  
\_\_\_\_\_  
Chief Clerk

Date 8/30/18





## TASK ORDER

### ENGINEERING CONSULTANT SERVICES

In accordance with the Engineering Services for General Engineering Agreement dated March 20, 2018 between Carolina Water Service, Inc. and Goodwyn, Mills & Cawood, Inc., the following task is assigned:

TO# 18-01

Date: \_\_\_\_\_

**Task Name:** Operational and Asset Evaluation

**GMC tasks includes the following elements:**

1. Desktop review of assets owned by Carolina Water Service in the State of SC.
2. Review all permits.
3. Visit sites across the State as necessary.
4. Work with your staff throughout this project to create a partnership to attain the best solution.
5. Develop an iterative Capital Improvement Plan with costs and prioritization of projects.
6. Facilitate a collaborative planning process. I would anticipate 2-3 meetings where we prepare an outline for discussion. The general theme of these meetings/work sessions is to provide structure for collaboration. You would be asked to include any of your staff as you wish.
7. Provide life cycle benefits related to capital needs, energy efficiencies and return on investment.
8. Evaluate existing personnel and overall staffing in a low key, non-threatening manner to assist in an efficient operation.
9. Work with you in an entrepreneurial mindset to ensure compliance with an eye to optimize your return on investment.
10. Prepare a written report outlining capital and operational costs, staffing suggestions and general recommendations where operational efficiencies can be gained.

Our team will include Steve Cawood, Kevin Laird, Murray Dodd, Corbin Jenkins, and Keith McLeod from GMC. Chris Thomas, Regional Manager over the Friarsgate project, will assist as well. We estimate a 2-3 month timeframe (including 2-3 structured meetings for collaboration) at a cost not to exceed \$20,000/month.

We are confident we can make a difference assisting you with your needs as you outlined. We look forward to further discussions. Thank you for your consideration.

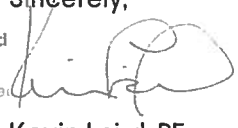
Sincerely,

Goodwyn Mills Cawood

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Kevin Laird, PE  
Regional Vice President

Accepted By: 

Date: 3/20/18